Office of the CIO
Information Services and Technologies Department

2010-2012 Strategic Plan

Prepared by

Keith Thibodeaux
Chief Information Officer

Lafayette Consolidated Government's (LCG) Information Services and Technology Department (IS&T) provides a wide and varied range of technology based services to the following entities:

LCG Departments/Centers

Mayor/President/CAO/Executive Branch
Administrative Services/Human Resources
Office of Finance & Management
Planning, Zoning & Codes
Lafayette Police Department
Emergency Operations & Security
Animal Control
Community Development
Le Centre International de Lafayette
Lafayette Fire Department
Lafayette IN a Century (LINC)
Metropolitan Planning Commission
Municipal Golf Courses
Natural History Museum
Lafayette Utilities System
Acadiana Park Nature Station
Workforce Investment Board
Workforce Investment Act
Municipal Civil Service
Downtown Development Authority
Lafayette Parish Library System
Juvenile Detention Facility
City-Parish Attorney
Council Office
Criminal Justice Support Services
Alcohol Action Traffic Campaign
Environmental Quality Code Enforcement
Traffic & Transportation
Parks & Recreation
Municipal Civil Service

External Services

Lafayette Parish School System
Lafayette Parish Sheriff's Office
Lafayette Parish District Attorney Office
Lafayette Parish Clerk of Court
Lafayette Parish Metro Narcotics
Lafayette Parish Communications District (911)
Lafayette Parish Tax Assessor
Lafayette Parish Sales Tax Office
Lafayette Economic Development Authority
Lafayette Parish Registrar of Voters
Lafayette City Court
- Judges
- Prosecutor

Lafayette City Marshal
Lafayette Crime Stoppers
Lafayette Parish Coroner's Office
Bayou Vermilion District
Lafayette Parish City Prosecutors Office
Municipalities- Lafayette Parish
- Broussard
- Carencro
- Duson
- Scott
- Youngsville

Municipalities– Other Parishes
- St. Martinville
- Abbeville

Louisiana Department of Transportation & Development
Federal Emergency Management Agency (FEMA)
Volunteer Fire Departments
- Judice
- Youngsville

Election Campaigns
Private Entities
- Law firms
- Survey firms
- Churches
- Animal Hospitals
- Geophysical
- Engineering
- Retail
- Financial
- Phone and Cable Companies
- Press – Print, Radio, and TV
- Mapping and location companies
- Other

Louisiana State Police
Festival International
Greater Lafayette Chamber of Commerce

ORGANIZATION OF THE PLAN

The “Mantra” is the simplest expression of the "Executive Vision" and "Mission Statement," a short phrase, once realized, is capable of "creating transformation” in and of itself. It summarizes the “Mission and Vision Statement” into something instantly memorable.

The “Executive Vision” represents the CIO’s vision for the organization.

The “Mission Statement” represents the organization’s reason for existence.

The “Strategic Directives” are those statements to which all “Goal Oriented Activities” should be bound.

The “Historical Perspective” represents an important starting point, which without, the gauging of position and forward progress would not be possible.

The “Long Range Outlook” is literally that look around the curve where ideology, principles, and intuition, not headlights, are the governing factor in the course to be taken. It represents at some level “reaching the moon and the stars,” but tapered with real world obstacles in the way.

Each “Goal Oriented Activity” represents a project or other activity through which the organization fulfills its mission.

MANTRA

“We Empower You!”

EXECUTIVE VISION

Empowerment and sound decision making by both the public and their governing body relies on interrelated, accurate, complete, and timely information. The IS&T Department and the technology deployed at LCG exists to provide the above, thus enabling local government to increase and improve levels of service to our citizens, and to allow citizens enhanced visibility of those operations through direct and instant access to information.

IS&T MISSION STATEMENT

The mission of the Lafayette Consolidated Government Information Services & Technology Department (IS&T), through its own efforts, and through cooperative efforts with others, is to provide efficient, effective, well-managed, and innovative solutions to ensure the availability of information to elected officials, other government decision makers, government employees, and to the general public.

IS&T STRATEGIC DIRECTIVES

Strategic implementation includes the endorsement of the strategic plan by the administration of LCG, and decisions can therefore be directed and influenced to maximize integration and minimize the escalation of costs.

1. Provide open, freely available information and interaction with government to anyone, anywhere, anytime over as many platforms and devices as economically feasible.
2. Insure that information accessed by the public and city members is accurate, appropriate, and timely, and is presented in such a way that users are not required to understand government structure.
3. Provide as much information, and be as open to the public as is possible in a responsible manner through online apps, and in raw data sets and streams encouraging the open developer community to build independent applications for the public and for private intranets.
4. Facilitate the running of government by providing best of breed applications, systems that are manageable, serviceable, reliable, secure, supportable, interoperable, and recoverable.
5. Forge application and information interoperability through the use of information dashboards and other technological tools as a medium to collect citizen input to improve government's responsiveness to its constituencies.
6. Create a GIS-centric information system with location based intelligence.
7. Encourage partners and external agencies to adopt the compatible standards by offering business analyst partnerships, intergovernmental agreements, consortiums, and other means of collaboration.
8. Allow and encourage maximum and unfettered input from top-down, bottom-up, and side-to-side.
9. Provide services and systems that minimize staffing requirements.
10. Proactively provide an environment conducive to a constantly learning and evolving IS&T staff and user community.

HISTORICAL PERSPECTIVE

The current era of technology at LCG began with the City-Parish President Joey Durel taking office in 2004. The city-parish IT infrastructure was primarily based on an aging mainframe, running COBOL code dating back to the 1970s. Several studies in the past by national consultant groups such as The Gartner Group and R. W. Beck, as well as Mr. Durel's own transition team, pointed out the fact that the city's infrastructure was obsolete, under-funded, and under-staffed. This was unacceptable for any city, especially for a city that prided itself on its technology prowess. Radical change was needed. Mr. Durel chose to address this by the creation of a Chief Information Officer (CIO) position, and subsequent appointment of Keith Thibodeaux as LCG's first CIO, in late 2004.

Today, six years later and thanks to an awesome IS&T staff, nearly every department now runs on modern, up to date, best of breed applications. The aging phone system was replaced with a Cisco VOIP phone system. The enterprise Metropolitan Area Network (MAN) is a modern MPLS based system with QOS riding on the city owned LUS Fiber Infrastructure. The new ERP

system, Property Tax Collection system, and Enterprise Cashiering system are slated to go live within 60 days, joining the new Sales Tax Collection system, new GIS Based Work Order Management system, the new Code Enforcement system, new website, and new Citizen's Notification system. For the first time, City Hall has a backup generator, and serves as a backup center for the 9-1-1 system. Citizens are now aware of up to date Crime Information with the new CrimeView system. Our camera management systems, developed in-house with Traffic and Transit provide visibility to the public through TV stations, to public and private websites, Google gadgets, and even to Blackberry and iPhones. The GIS system has been fully modernized, running the latest versions of Oracle and ESRI, as well as operating under a new site license agreement optimizing its use and integration into other applications. At the time of this plan preparation, the last remaining remnants of the old mainframe are due for replacement.

In short, we have built an entirely new information technology infrastructure for the City-Parish of Lafayette, Louisiana. And, by working hard, and working smart, this was proudly done with little augmentation to the original staff.

This plan reviews what we have done, and why. It covers what we are doing now, and why, as well as what we plan to do next and why. With the major forklift type upgrades out of the way, we are moving into a refinement stage. We are looking forward to new, even more innovative technologies to give our citizens even more access to information and services as we embrace with Citizen Engaged Community initiative, and a 3rd generation website. As well, we are looking forward internally to providing ease of use and job simplification for LCG employees using next generation devices.

LONG RANGE OUTLOOK

In the grading of its infrastructure, LCG has progressed from what was clearly a grade of D- to a current grade of A-. Our systems are now best of breed; however implementations of those systems still need much polish and are hampered by four primary interrelated constraints which must be addressed to reach our potential.

Constraint 1 is culture. LCG was simply too far behind for too long to have a smooth upward migration to current technologies. User aptitude, experience, mentality, and training are all challenged at a substantial level. We are literally putting computers running complex operating systems, and state of the art applications, into the hands of people whose computer skills are limited and who in some cases, have never before used a computer.

Constraint 2 is human resources. The IS&T department is approximately 20 percent under staffed. This causes a two-fold impediment. One is the lack of staff to manage the host of projects needed to continue modernizing our infrastructure. Even more important is the lack of staff to learn the business side of the department's needs (business analysts), and then to do the necessary training and attentive support needed to reach a new level of performance. And last, the lack of staff to handle day-to-day support needs and security concerns of a modern technology equipped workforce is an additional problem.

Constraint 3 is funding. We were making ground with increased investments, primarily in the Life Cycle Management portion of our funding. Ten year old computers might have been okay in our old infrastructure, but in one where modern application expects modern computer systems to run, it is non-productive and efficiency stifling. While recent reduction in revenues for LCG have some affect here, even if additional revenues had been available, the lack of IS&T staff available to manage projects was still the major restraint. It does no good to have funding, if there are no available resources to manage the related projects and expenditures. One major area where funding was reduced was training, at a time when it is needed more than ever. However, even here, lack of staff causes lost potential. Training takes time away from the job; therefore, time must be made available to maintain an adequate staff to handle the load while other staff members are either out for training or out providing training for users.

Constraint 4 is the state of the government vertical software market. The constraints mentioned above are typical in the government market and have thus created a unique culture of vendors in this space resulting in less innovation and "low overhead" focused organizations, that is coming at the expense of customer service.

So, here is the bottom line. The advantages of accurate real time data, better accountability to management, and more visibility to the public, have come at a price. That price has been increasing complexity for the government worker, and an increased need for support. If these core issues are not addressed, rather than the desired result of increased productivity, we will experience the opposite. This desired increased productivity can be achieved through extensive training of the end users, tightly integrated partnerships with IS&T staff, and finally, with a new generation of applications reversing the complexity trend of the last two decades. To use a famous quote, "Perfection is achieved when there is nothing left to take away."

Unfortunately, this is not a direction I am seeing with our existing vendor network and one in which LCG will have to take the lead in breaking some new ground. And while I am confident that we will indeed be successful on a small scale, it will take significant reduction in the above constraints to reach a meaningful impact point, and so, that is exactly what we will do. I would further suggest, and will do my best to ensure, that all such technologies developed are placed into the public domain, to encourage partners along the way to embrace and improve upon our work. Lafayette is excited to again lead the way charting new territories.

GOAL ORIENTED ACTIVITY (PROJECT) DRIVERS LIST

Listing of Primary Drivers - Administrative Directives, Council Directives, CIO Directives, Open Government, Enterprise Efficiency, Security, Business Continuity, Public Safety, User Department, Best Practices, Total Cost of Ownership, Legal Requirement, IS&T Department Management, Future Innovation.

GOAL ORIENTED ACTIVITY (PROJECT) DRIVER DESCRIPTIONS

Administrative Directives – Projects originated by the President/CAO.

Council Directives – Projects originated by the Council.

CIO Directives – Projects originated by the CIO.

Open Government – Part of President Durel's Commitment to Open Government.

Enterprise Efficiency – Projects that increase efficiency by taking an enterprise-wide view.

Security – Projects that address information security needs.

Business Continuity – Projects that address resumption of government services in the event of a disaster.

Public Safety – Part of President Durel's Safe Lafayette Initiative.

User Department – Projects originated by request from individual LCG Departments.

Best Practices – Projects brought forth after reviewing industry adopted best practices.

Total Cost of Ownership – Projects that reduce the total cost of ownership of an area, a product or a process.

Legal Requirement – Projects required by new or changing laws.

IS&T Department Management – Projects involving the management of LCG's IS&T Department and the Infrastructure for which it is responsible.

Future Innovation – Projects that involve a certain amount of mitigated risk with uncertain outcomes.

GOAL ORIENTED ACITVITIES – RECENTLY COMPLETED PROJECTS

Implement new Sales Tax Collection System

Drivers - CIO Directives, Enterprise Efficiency, Business Continuity, User Department, Best Practices, Future Innovation

Benefits/Functions

- Automatic import of electronic payments for the convenience of online filers.
- Strong reporting feature allows for numerous statistical reports geared towards management.
- Incorporates SIC (Standard Industrial Classification Codes) via a built-in dictionary.
- Gives an online view of splits between jurisdictions for verification that monies are distributed correctly.
- Contains sophisticated research features to identify and report on delinquent taxpayers.
- Automatically generates penalty letters.
- Tracks businesses that file for bankruptcy.
- Incorporated GIS features into their software per LCG's request to facilitate boundary based queries of sales tax revenue.

Implement GIS Based Work Order Management System for Public Works

Drivers - Administrative Directive, CIO Directives, Open Government, Enterprise Efficiency, Business Continuity, User Department, Best Practices

Benefits/Functions

- Easier conflict resolution.
- Increased data accuracy.
- Better and easier to document customer service.
- Real time access to data in the field.
- More efficient dispatch.
- Improved and more thoroughly documented allocation of capital improvement dollars.
- Better workload management.

Upgraded LACrash Software System for Lafayette Police Department

Drivers - User Department

Benefits/Functions

The LACrash software system is used by law enforcement agencies throughout the state of Louisiana to electronically capture and record motor vehicle accident reporting information.

LACrash was developed to enhance the paper uniform motor vehicle traffic crash report form in the state of Louisiana. By electronically reproducing the crash report form, the LACrash software allows officers to enter accident reporting information using a laptop in their patrol car or a desktop computer in their office. The electronic submission of the data helps to collect traffic crash reporting information in a timelier manner. With the added benefits of software edits, GPS devices, and card swipes, information collected using LACrash is more accurate and complete.

Designed by the Highway Safety Research Group (HSRG) at Louisiana State University, the LACrash system was initially released in December 2004 with a hand full of agencies going online January 1, 2005. As of March 2010, over 145 Louisiana law enforcement agencies were using LACrash with new agencies continually being added monthly.

The HSRG also analyzes the motor vehicle accident data and produces Louisiana Crash Data and Statistical Reports using data collected from the LACrash application.

Implement Air Cards, Enterprise NetMotion VPN solution for Police, Fire, and Public Works

Drivers - CIO Directives, Enterprise Efficiency, Security, Business Continuity, Public Safety, User Department, Best Practices, Total Cost of Ownership, Future Innovation

Benefits/Functions

Equipping all PD Patrol units with air cards for constant data access and a host of new features was a great success. This companion technology, implemented by LCG in partnership with Lafayette 9-1-1, provides additional security and enhanced application availability for air card equipped units providing the ability to sustain application sessions even through suspend-and-resume cycles and loss of connectivity. It also automatically reduces network consumption and improves throughput and application responsiveness, particularly over bandwidth-constrained or wireless networks, resulting in greater productivity, improved efficiency, and reduced wireless expenses.

Implemented new Field Training Police Officer Software (L.E.F.T.A.)

Drivers - User Department

Benefits/Functions

- New web based application
- Used in the evaluation of all law enforcement recruits
- Uses the recruit's Daily Observation Report's low scores to detect a potential problem area that needs to be addressed with additional training
- Evaluates the recruits thoroughly to make them better officers on the road

Implemented upgrade of the Police evidence system (Quetel)

Drivers - User Department

Benefits/Functions

- System for tracking and maintaining a chain of custody on all the evidence items
- Has complete audit trail to track movement of an item
- Easy check in and check out of the evidence items

Updated and Distributed New Aerial Photography

Listing of Primary Drivers - CIO Directives, Enterprise Efficiency, Public Safety, Best Practices, Total Cost of Ownership, Future Innovation

Benefits/Functions

LCG's purchase of aerial photography includes a site license for all city and parish governmental entities for both the data and the proprietary software (Pictometry) that allows advanced features to be used. In addition to putting the images on the LCG website, we also freely distribute individual copies of the data to any local governmental entity requesting the data, as well as providing a brief training session to their staff on the use of the Pictometry software.

Implement Pictometry Web-based Application

Drivers - CIO Directives, Enterprise Efficiency, Best Practices, Total Cost of Ownership, Future Innovation

Benefits/Functions

Related to the above, IS&T has implemented a web-services based version of the Pictometry data and application. No longer requiring users to install the software on their desktop, nor requiring external agencies (with sufficient internet bandwidth) to house local data, this application will allow expanded use of Pictometry maximizing LCG's investment.

Implement Code Enforcement Management System for Planning Zoning & Codes, Environmental Quality and Community Development

Drivers - Administrative Directives, Council Directives, Open Government, Enterprise Efficiency, Public Safety, User Department, Best Practices, Legal Requirement, Future Innovation

Benefits/Functions

- Users are now able to monitor all phases of the process from the time a complaint is received through compliance with a few clicks of a button.

- Multiple departments throughout the city can enter data, make comments, retrieve data, compile data, and generate violation notices and correspondences thus allowing the departments with ability of linking information.
- Users can maintain all information for a specific issue as well as attach important images and documents without having to track down information from different sources.
- Records, stores, and retrieves investigative and follow-up information.
- Link multiple cases together.
- User-definable screens allow the administrators to easily create additional templates to track and record information unique to our agency.
- Allow user to enter multiple violations on a single case.
- Allow user to send e-mail directly to related contacts.
- Chronology allows officers to view dates and actions associated with a case.
- Predefined code violation descriptions can be stored on the system.
- CodeTrak allows for data to be in one centralized place, easier access to the data, shorter timeline in accessing the data, and, best of all, higher customer satisfaction.

Implement Enterprise Cashiering Software/Hardware System with Online Payment Portal

Drivers - Administrative Directives, CIO Directives, Enterprise Efficiency, Security, User Department, Best Practices, Total Cost of Ownership, Legal Requirement

Benefits/Functions

- Provide a consistent cash management, navigation, and information architecture relying on industry best practices.
- Provide a PCI compliant credit card solution.
- Standardized, easy-to-use payment processing.
- Increased efficiency and reduced costs.
- Real-time integration.
- Improved reporting and reconciliation.
- Increased accuracy, audit and control.
- For citizens:
    - Improved service.
    - Online payments 24/7.
    - Pay multiple bills in one transaction at one location.
    - Faster payment processing.

Upgrade LCG Metropolitan Area Network to MPLS Fiber Bandwidth

Drivers - CIO Directives, Enterprise Efficiency, IS&T Department Management

Benefits/Functions

LCG has not only increased it bandwidth over its Municipal Area Network, providing Gigabit service to major LCG facilities, but also moved from Sonet technology to MPLS technology.

This allows QOS (Quality of Service) providing for enhanced phone quality on the VOIP phone infrastructure.

Assist Assessor's Office with Migration of Mainframe Data to New Implementation of Computer Aided Mass Assessment (CAMA) Software System

Drivers - Business Continuity, User Department

Benefits/Functions

The predecessor of this new software package was in-house written software on the now-obsolete mainframe. The Assessor elected not only to replace the software, but also to move it from LCG's existing infrastructure to newly purchase equipment housed at the Assessor's office. LCG participated in the 2+ year process of transferring continually changing data into the new system. Going forward, the Assessor will provide access to the new system via web interface back to LCG.

Upgrade Permitting Software System

Drivers - CIO Directives, Open Government, Enterprise Efficiency, Best Practices, IS&T Department Management, Future Innovation

Benefits/Functions

This project, coined an upgrade by the vendor, was functionally a complete software replacement. A new architecture and significant new features added to an already successful software management system for Planning, Zoning, & Codes.

- New feature "Workspace" allows each user to setup according to their own job functions. It is the user's personally designed view from a single window. Users have the use of widgets which include Microsoft Outlook mailbox, calendar, GIS, user panels to preview assigned projects, etc., document shortcuts for quick access to frequently used files, dashboards which allowing viewing real-time dynamic charts and graphs and work centers which is the central location to view, modify, or complete tasks across multiple records. Advantages of workspace are:
    - Central location of Preferred Information.
    - Reduces time & steps for access to Information.
    - Perform your daily activities from a Central Point.
    - All information at your fingertips: e-mail, preferred reports, staff schedules, calendar.
    - Multiple users can be in the same record at the same time completing a different task without locking each other out.
- Enhanced Menu and Express Toolbars allow users the ability to expand/collapse single/multiple panes, text messaging, calendar, e-mail, internet, and the use of cash register; which allows payments for multiple fees from different modules. The ability to have multiple tabs opened simultaneously to easily toggle between records.

- Calendar scheduling; use “drag/drop” to reassign inspections. Assignments can be sent to user’s Outlook calendar and is automatically put on user’s workspace.
- Global Search feature, allows to search on multiple fields and multiple modules.
- Faster access for entering and retrieving information due to fewer “clicks of a button.”
- Improved reporting allows managers to access what their staff is working on daily which is helpful for workload management and assigning new tasks.

Implement Server Virtualization/Data Consolidation/Greening of the Data Center

Drivers - CIO Directives, Enterprise Efficiency, Security, Business Continuity, Public Safety, User Department, Best Practices, Total Cost of Ownership, IS&T Department Management

Benefits/Functions

- Lower number of physical servers - reduce hardware maintenance costs.
- Increase the space utilization efficiency in the data center.
- Reduced energy costs.
- "Virtual server" assists in preventing one application from impacting another application when upgrades or changes are made.
- Allows for real time generation of test/development environment.
- Speeds up server deployment.
- Deploy multiple operating system technologies on a single hardware platform.

GOAL ORIENTED ACITVITIES – ON-GOING (WORKING) PROJECTS

Implement ERP Software System (Finance, Human Resource, Payroll) for LCG/LUS

Drivers - Administrative Directives, CIO Directives, Open Government, Enterprise Efficiency, Business Continuity, Best Practices, IS&T Department Management

Benefits/Functions

- Real time information throughout the entire government.
- Better visibility into the performance of operational areas.
- Data standardization and accuracy across the enterprise.
- Single version of "The Truth!"
- Best-practices of proven methodologies included in the applications.
- Organizational efficiencies.
- Analysis and reporting for long-term planning.
- Information entered once into system.
- Can allow for further use of the best practices in further Business Process Reengineering (BPR) efforts.
- Can be further developed.
- Based on reliable file structure.
- Provides functionality to interact with other elements in the process.
- Provides report writers and other tools for data inquiries.
- Specific areas to look for possible ROI:
    - Reduced inventory through better visibility and efficiency.
    - Savings through the reduction in duplicated efforts.
    - More efficient operations allowing for increase in ability to process transactions (added capacity).
    - Reduction in non-value added activities (lean processing).
    - Higher utilization of employees (less transactional, more analytical).
    - Improvement in decision making through more accurate and real-time data.

Implement New Website with Direct Citizens Services Focus

Drivers - Administrative Directives, CIO Directives, Open Government, Enterprise Efficiency, Public Safety, User Department, Best Practices, Total Cost of Ownership, IS&T Department Management, Future Innovation

Benefits/Functions

- Provide a simpler and easier user experience for citizens.
- Provide real opportunities for realization of "better online than in line" philosophy.
- Provide a consistent web interface, navigation and information architecture relying on industry best practices.

- Continue to explore and analyze additional technologies and communications channels to offer additional opportunities for communication.
- Integrate disparate information through tools such as dashboards, data warehouse, data mining, and middleware components that links the systems.
- Provide a consistent interface and approach to align information management responsibility with appropriate business units.
- Analyze ways to use the City's GIS database repository to eliminate redundant systems and data inconsistencies.
- Mobile Web Component - The development of a mobile LCG web with access to important LCG information most likely to be needed "on the go" would represent a push toward the customer-focus government that is a major driver of the current administration.
- Citizen Developers Component - Utilize open government philosophies to open up data sets to citizen developers. Through motives ranging from incentive-based contests to Good Samaritan, citizens developers can help fill information gaps for the community through access to data.
- Multi-point Publishing/Social Media – In addition to having an excellent website where citizens go for interaction and information, we also want to bring appropriate and relevant information directly to the citizens in their preferred electronic locations as well.

Implement Automated Vehicle Tracking (AVL) System

Drivers - Administrative Directives, Enterprise Efficiency, Public Safety, Best Practices, Total Cost of Ownership

Benefits/Functions

- Productivity enhanced – less trips, capital savings due to the ability to better utilize vehicles, maintenance costs reduced, and thus general reduction of cost per vehicle.
- Better adherence to schedule, accuracy in monitoring and coordination.
- Reduced need for supervisors and manual data entry.
- Improved ability to control operations and driver performance.
- Effective tracking of off-route vehicles.
- Communications between drivers, supervisors, operators and other staff improves.
- Reduces complaints from customers and need for customer information personnel.
- Improves overall image of LCG.
- More accurate and complete data, department is able to schedule and plan better.
- Better security for drivers.
- Faster location of vehicles and response to citizen requests or accidents.
- Better operational decisions towards detours due to sudden developments like bad weather, roadway closings, and accidents.

Implement Enterprise Document Management (Electronic Imaging) System

Drivers - CIO Directives, Open Government, Enterprise Efficiency, Security, Business Continuity, Public Safety, User Department, Best Practices, Total Cost of Ownership, Legal Requirement, IS&T Department Management, Future Innovation

Benefits/Functions

- Near instantaneous access to any document in the system, from your desktop or browser.
- Multiple employees can access the same file at the same time.
- Incorruptible/un-alterable repository for images.
- No duplicated or redundant copies of documents.
- Facilitation and enforcement of business processes.
- A rock-solid archive that is highly disaster resistant.
- 24x7 security and control of business records.
- Complete audit and tracking capabilities.

Implement CrimeView (Desktop and Community) Crime Analysis Software System

Drivers - CIO Directives, Open Government, Public Safety, User Department, Best Practices, Future Innovation

Benefits/Functions

- Intelligence filters to search by numerous available categories such as crime type, Officer or case number, and increase productivity for all staff.
- Query multiple data layers at once in order to compare reporting and arrest data directly and establish relational links.
- Study incidents by any time period such as time of day, day of week or month in order to deploy Officers when they are needed most.
- Investigate crime activity within any boundary or multiple boundaries at the same time and more accurately distribute department staff.
- Create density maps for any boundary layer based on the count of incidents or true density using our Intensity Map Tools in order to interrupt emerging trends.
- Produce repeat call layers that depict where multiple incidents occurred at the same location or address and boost your deterrence efforts.
- Generate animated pie and bar graphs with exclusive Drill Down Charts.
- Publically accessible interface allowing citizen to plot crimes and subscribe to email crime alerts.

Upgrade Animal Control

Drivers - CIO Directives, Business Continuity, User Department, Best Practices, Legal Requirement

This program is fully implemented, but remains in the listing of on-going projects due to a pending major upgrade. For those interested in the features and benefits of this system, please see this hyperlink (http://www.rescueconnection.com/acpfeatures.htm).

Complete Mainframe Retirement

Drivers - CIO Directives, Open Government, Enterprise Efficiency, Business Continuity, IS&T Department Management, Future Innovation

Benefits/Functions

Our mainframe computer has reached end of life and new issues will not be supported. All systems residing on this platform need to have the software replaced by modern software systems with data migrated into relational databases. IS&T has developed a plan to accomplish the goal of migrating data and replacing all remaining systems currently operating on the mainframe. In addition to the technological infrastructure and systems, the IS&T staff must be re-trained in the new computer systems, programming languages and implementation techniques.

Implement a Life Cycle Management Program (LCM)

Drivers - CIO Directives, Enterprise Efficiency, Security, User Department, Best Practices, Total Cost of Ownership, IS&T Department Management

Benefits/Functions

While LCG is no longer plagued with large amounts of obsolete equipment as it was a few years ago, there is still a large number of computers considered as poor performing and impeding job performance. We are attempting to reach a 5-year life cycle on computers and data center infrastructure. While this is easy to quantify materially, constantly changing due to available funding presents a particular challenge to realistic implementation. We gained significant ground for several years, but over the last two years we have again fallen behind.

Implement Enterprise Business Continuity – Data Center Emergency Operations & Recovery

Drivers - CIO Directives, Business Continuity, Public Safety, Best Practices, IS&T Department Management

Benefits/Functions

With a new generator in place, an upgraded UPS is the next priority on the physical side of City Hall's existing Data Center. Contracts with SunGard and IBM providing data center recovery abilities in a catastrophic event are in place, and are soon to be augmented by a local redundant mirror site. A cold site for user operations is still unexplored; however, newer hosted systems

like our ERP system provide some comfort allowing users to work from any remote location with Internet access.

Implement Property Tax Collection System

Drivers - Administrative Directives, Council Directives, Enterprise Efficiency, Business Continuity, User Department

Benefits/Functions

- Maintains all necessary taxpayer data, including multiple names and addresses.
- Uses a standard processing mechanism for tax forms.
- Identifies non-pay/partial-pay filers, audit candidates and fraudulent filers.
- Adapts to changing legislation with little to no impact.
- Utilizes strict accounting controls to ensure accuracy and integrity of information.
- Manages data entry at central or remote locations.
- Integrates with financial system and updates General Ledger.
- Integrates with LCG Enterprise Cashiering System.

Implement Geo Data Warehouse/Administrative Dashboards

Drivers - CIO Directives, Enterprise Efficiency, Best Practices, Future Innovation

Benefits/Functions

This project has been under investigation for several years, and continues to be a moving target as other "input" systems such as CodeTrak and Cityworks, are still being refined. This need for a physical data warehouse may be replaced by evolving and improving "dashboard" technologies and/or web mashup technologies. It is set to start in September 2010. The goal is to provide a single point dashboard for Administrative Officials, Council Members, the Public, and designative staff eliminating the need to enter multiple software systems to perform "current status" type inquiries.

Replace and Upgrade Council Auditorium Technology

Drivers - Council Directives, CIO Directives, Open Government, User Department, Best Practices

Benefits/Functions

Recording Suite

- Replace camera, faulty camera console, and other items as necessary to modernize recording suite.

Government Transparency Suite

- Keep constituents informed with searchable access.

- Reduce public inquiries by providing more information more directly available to the public.
- Eliminate hours of work – index live.
- Measure and report on audience interest.
- Reach a broader audience online and with mobile devices.

Legislative Management Suite

- Run more productive meetings.
- Automate roll call, speakers, motions, and votes. Maintain order and fairness.
- Ensure accuracy - capture actions directly into public record.
- Help the audience follow fast-paced meetings.
- Seamlessly integrate with agenda systems.

Meeting Efficiency Suite

- Create and publish minutes with end-to-end automation.
- Record roll call, motions, and votes.
- Capture the intent behind decisions.
- Leverage Microsoft Word to finalize minutes.
- Create a comprehensive public record.

Implement Email Archive

Drivers - CIO Directives, Open Government, Enterprise Efficiency, Best Practices, Total Cost of Ownership, Legal Requirement, IS&T Department Management

Benefits/Functions

- Simplify email retention policy.
- Automatically archive email.
- Automatically store email records, ensuring no loss or misplacing of information.
- Email-retrieval process available to individual users without calling IT staff.
- eDiscovery provides legal protection by guaranteeing that all email is recorded and unalterable. An intuitive search engine allows for the quick retrieval of all emails and attachments, saving thousands in legal fees.
- Email archiving ensures that all emails and attachments are stored in their original form, making us fully compliant with all government regulations.
- Protect against a crash - Storing emails and .PST files locally on individual desktops not only takes up space on the hard drive but it can also put this valuable information at risk if a computer crashes. Archiving ensures no matter what happens on each local computer, valuable emails will always be accessible.

Cooperatively Implement Parcel Base Map

Drivers - CIO Directives, Enterprise Efficiency, Public Safety, User Department, Best Practices, Future Innovation

Benefits/Functions

The Parcel Base Maps will allow for easy identification of where a property is located relative to roadways, public right-of-ways and adjacent properties. Planners, assessors, and engineers will be aided in the evaluation of proposed subdivision, compliance to local zoning, expansion of municipal utilities, annexation, TIF Zone placement, and the tax assessment process. A parcel map available via the Internet is also the most convenient resource available to the public to determine the location and parcel identification number of a property.

Implement New IS&T Help Desk Software

Drivers - CIO Directives, Best Practices, Total Cost of Ownership, IS&T Department Management

Benefits/Functions

- Optimized help desk efficiency allowing issues quickly and accept requests via email and Self Service.
- Trend analysis tools and links work orders to multiple incidents to facilitate efficient problem resolution.
- Customers access to help desk resources 24/7 with employee Self Service, a configurable web portal that will increase customer satisfaction, reduce response times, and decrease call volume.
- Access to the knowledge base to facilitate rapid resolution.
- Automated alerts, notifications, and assignments to improve productivity.
- Reduced diagnostic time by leveraging knowledge gained from prior events.
- Ensures reliable and secure solution information is available and that the right information is delivered to the appropriate resource to enable informed decisions.
- Allows capture of obtained knowledge and defined solutions to problems in an easily searchable knowledge base making them available to both technicians and end-users, while eliminating challenges associated with information loss due to staff turnover or absences.
- View asset and requestor history instantly to reduce resolution time. Resolve requests quickly by collecting information on past incidents involving the asset and user in the work order.
- Help desk solution works with the Inventory module to help you spot recurring issues, allowing you to assess the effectiveness of a prior resolution or determine whether it can be quickly reapplied.

Implement In-Car Police Camera & Video Management System

Drivers - Public Safety, User Department, Best Practices

Benefits/Functions

- Allows creation of a video record of police stops.

- Ability to "Stream Video" from a camera at the site of a critical incident.
- Ability to take on-the-fly digital photographs which can be saved or emailed.
- The ability to review and obtain a frame of video which can also be saved/emailed.
- The ability to bookmark segments of a video for ease of review.
- Chain of Custody is enhanced by not having to physically move the data/video by the user.
- The ability to implement rules that affect retention of video files.
- The ability to create groups as well as set user rights…i.e. court/judges/prosecutors.
- The ability to update the VPU (Video Processing Unit) and front end client via a push from the backend admin client.
- The ability to search the video database by an Officer's Name/File Case Number /Classified Tag/Bookmark/Date/Time.
- The ability to create a report regarding when a video was review, how many times, was it exported and by whom, determine when changes were made to the system as well as by whom.

GOAL ORIENTED ACITVITIES – NEW PROJECTS FOR 2011

Implement Network Analytics and Mapping system

Drivers - CIO Directives, Enterprise Efficiency, Security, Business Continuity, Best Practices, IS&T Department Management

Benefits/Functions

Network planners and operations engineers manage complex and constantly changing networks, and are responsible for the performance and uptime of business-critical services and applications. To face these challenges, commercial and government enterprises, service providers, and defense organizations increasingly rely on automated software solutions to:

- Accelerate new service and technology deployments using predictive planning.
- Optimize network performance through traffic engineering and right-sizing of capacity.
- Reduce the risk of downtime and misconfigurations via proactive change impact analysis.
- Increase security and operational integrity with scheduled audits to pinpoint problems.
- React to critical network issues using real-time network visualization and troubleshooting.
- Predictive analysis of multi-vendor, multi-technology networks to optimize capacity and QoS, and plan ahead for network changes and outages.
- Automates planning of optical networks, and multi-layer network design.
- Automated and systematic configuration audits, analyzing an up-to-date model of the production network to diagnose device misconfigurations, policy violations, inefficiencies, and security gaps.
- Provide real-time visualization of the production network, consolidating topology, traffic, and status information from multiple sources in a unified graphical view with targeted dashboards of key performance metrics.
- Creates automated up-to-date Microsoft Visio network diagrams, combining multiple logical and physical views of the network with detailed device configurations and topology information.

Implement New Fleet Maintenance Software System

Drivers - Enterprise Efficiency, User Department, Best Practices, Total Cost of Ownership

Benefits/Functions

Fleet budget constraints require gathering accurate information to track the cost of maintaining their equipment, labor and more. Fleet management software saves money and time in a variety of ways:

- Preventative Maintenance
    - More efficient PM scheduling.
    - Email notifications and task lists improve workflow.

- Warranty & Parts Inventory
    - Automatically notify mechanics of any parts that are on warranty.
    - Prevent reordering of non-used or obsolete parts.
    - Compare parts are costing you by vendor.
    - Save time by having all parts needed to complete repairs on the shelf.
- Labor Productivity
    - Track direct vs. indirect labor.
    - Employee productivity by comparing actual hours to industry standards.
    - Increase accuracy in reports and accountability.
- Administrative
    - Eliminate duplicate work orders.
    - Reports analyzing crucial cost detail in far less time required without a system.

Cooperatively Create of a Parish-Wide GIS Consortium

Drivers - Enterprise Efficiency, User Department, Best Practices, Total Cost of Ownership, Future Innovation

Benefits/Functions

Purpose of the Consortium

- The Members are promoting the development of a parish-wide framework for sharing geographically relatable information ("GRI"). This Agreement addresses how GRI, formatted for use in Geographic Information Systems ("GIS") software, may be shared among the Members.

- This Agreement's information-sharing approach specifies those terms and conditions governing ownership, availability and access to GRI possessed by the Members. The Agreement arises from the execution, between 2006 and 2009, by various Lafayette Parish government agencies (those specifically enumerated in Section 2, below) of the "Consortium Intergovernmental Agreement" or "Original Agreement" a project of Lafayette Consolidated Government's Metropolitan Planning Organization, Comprehensive Planning Division.

- The Original Agreement created an umbrella organization to coordinate GRI access and use among the original Members for their own internal uses and for the use of third parties: constituents, customers, business partners (collectively "External Users"). This Agreement serves the purpose of those "Forms of Cooperation" envisioned by the Original Agreement listed at its Section 2, parts (a) through (d):

    - Participation in a centralized GIS network.
    - Agreement on how to use a centralized GIS network.
    - Exchange of information necessary to interoperate among each Member's systems, including (but not limited to) technical data, Application Programming

Interfaces, data samples, code, parameters, field labels, and formatting information.
    - Exchange of personnel visits necessary to interoperate among each Member's systems.

- As the Consortium goals and the relevant technology have evolved since the Original Agreement, certain features of the information-sharing project then contemplated have been updated. Most importantly, several of the Original Agreement goals and features of the Consortium operation have evolved from a model of centralized storage, retrieval and administration of information, to a decentralized, virtual, real-time-access model in which each Member maintains its own GRI, and exposes it to other Members' systems for retrieval on demand. Since the Consortium has many stakeholders, each of which maintains its ownership of its GRI and stores it separately, there is no need either for personnel specific to the Consortium (as envisioned by the Original Agreement at Section 2(f)) or for a centralized server repository (at Section 2(e)).

Implement Additional Network Security Systems

Drivers - CIO Directives, Security, Business Continuity, Best Practices, IS&T Department Management

Benefits/Functions

All computer systems in today's world are constantly under cyber attach. LCG's infrastructure is not different. Details of our security protection measures will be provided on a need to know basis only.

Implement Citizen Engaged Community Initiative

Drivers - Administrative Directives, Council Directives, CIO Directives, Open Government, Public Safety, Best Practices, Future Innovation

Benefits/Functions

LCG through projects included here, and possible others, seeks to achieve the PTI Citizen Engaged Community Status.

The eight cities and one county that are designated as Citizen-Engaged Communities for 2010–2012 were cited by an advisory board of local officials and representatives from the technology sector as having implemented "best practices" for their use of Citizen Relationship/Records Management (CRM) systems, coupled with 311 call center, web portal technology, telephony systems, Interactive Voice Response, and mobile communications infrastructure to advance new standards for citizen participation and government performance reporting.

Funded by a grant from the Alfred P. Sloan Foundation, over the past two years PTI and an advisory board of local officials and representatives from the technology sector developed criteria for designation as a Citizen-Engaged Community. These criteria address:

- Citizen Participation Processes (information, service requests, complaints, interactive business applications and forms, surveys, focus groups, suggestions, chats).
- Integrated Communication Channels (contact center, self-service Web and automated phone systems, walk-ins, neighborhood stations, contact center linkage with service departments, mobile citizens and mobile crews).
- Integrated Technology (311, call management, CRM, Web 2.0 applications, VoIP telephony, GIS, work management, mobile communications, knowledge-based data repositories).
- Performance Reporting (external citizen metrics, customer-driven internal service metrics, use of real-time data, service level agreements for contact center and service departments).

The Citizen-Engaged Community designation is for two years (2010–2012). After that, the local governments that were designated in this inaugural round of the program must re-apply for designation.

GOAL ORIENTED ACITVITIES – INVESTIGATIVE PROJECTS*

**Projects in this category may not be funded.*

Implement Public Asset Inventory Capture

Drivers - CIO Directives, Enterprise Efficiency, Public Safety, Best Practices, Future Innovation

Benefits/Functions

- Integrated mobile data collection system for infrastructure assets and pavement conditions. Fully integrated with the ESRI GIS platform.
- Fast and accurate data collection.
- High resolution images up to 4000x2600.
- Continuous full-width shadow-free pavement images.
- Inertial Navigation System enhanced GPS data for maximum accuracy and coverage.
- Profiler, rutting sensor, and automatic crack detection components.
- GIS integrated field work progress tracking.
- Simultaneous video.

Investigate New Police Incident Reporting System

Drivers - CIO Directives, Open Government, Security, Business Continuity, Public Safety, User Department, Best Practices

Benefits/Functions

Even with recent improvements in the PD Incident Reporting system, significant concerns remain prompting continued exploration of replacement systems. An RFI was let and systems were reviewed that showed the possibility of dramatic improvements; however, the price ranges of these systems were beyond today's funding realities.

Investigate Disaster Asset Tracking/Management Software

Drivers - Administrative Directives, Public Safety, Best Practices, Future Innovation

Benefits/Functions

The unique challenges presented during Hurricanes Katrina and Rita prompted the addition of this potential project. Early exploratory efforts have been unconvincing on whether to move forward with a new system. Some of the existing gaps have been and are being resolved with other systems.

Investigate Google Apps/Cloud for Government

Drivers - CIO Directives, Enterprise Efficiency, Business Continuity, Best Practices, Total Cost of Ownership, Future Innovation

Benefits/Functions

Continued press on this initiative is being evaluated with the Los Angeles implementation being the most visible. Rudimentary cost analyses have not shown this to be significant cost saving effort for a city the size of Lafayette. We will continue to monitor and re-evaluate periodically.

Update Golf Course Management Software System

Drivers - CIO Directives, Business Continuity

Benefits/Functions

Although not budgeted, increasing concerns over the long standing stability of the existing system make it likely that LCG will seek funding and replacement of this software in the near future.

Implementation, on an Experimental Basis, iPad/iPhone/Smartphone based Applications as an extension of Existing Enterprise Applications, and also as for the Purpose of Direct Public Access

Drivers - CIO Directives, Open Government, User Department, Best Practices, Future Innovation

Benefits/Functions

This represents an area where we believe the possibility to exist to write very simple task specific interfaces that would feed information directly into the back end of enterprise applications either directly, or through other means such as independent databases, Data Warehouses, Data Marts, etc. The goal of technology should be to simplify and streamline employee input. By reducing the need for people to learn broad complex applications, when their tasks are simple repetitive subsets of the larger whole, we believe that we can begin to reverse the trend of ever increasing complexity for end users.

OTHER NOTABLE PARTICIPATIONS

Academy of Information Technology (AOIT)

Drivers - CIO Directives

Benefits/Functions

AOIT is the Lafayette Parish School Systems charter school for Information Technology. LCG participates at a dual level. The first level is active participation in the Internship Program by bringing 2 AOIT interns into the LCG IS&T department each year. Particular emphasis is placed on the interns performing meaningful work with a defined return on investment for LCG and an equal emphasis on the student receiving a real world experience from the working environment.

In addition to the internship program, the LCG CIO participates directly as a member of the AOIT Advisory Board.

More information on the AOIT program is available here: http://www.carencroaoit.org/Documents/AOIT_Handbook.pdf

Public Technology Institute (PTI)

Drivers - CIO Directives

Benefits/Functions

Public Technology Institute (PTI) is a national, not-for-profit member-supported organization based in Washington, D.C.

As the only technology organization created by and for cities and counties, PTI works with a core network of leading local government officials—the PTI membership—to identify opportunities for technology research, to share solutions and recognize member achievements, and develop best practices that address the technology management, governance and policy issues that impact local government.

Officials from PTI member governments participate in Councils and Forums that address specific technology areas. Through partnerships with industry, federal agencies and other governmental organizations, PTI shares the results of its activities and the expertise of its members with the broader audience of the more than 30,000 U.S. cities and counties.

History
Established in 1971 by the major national associations representing state and local governments, PTI is the advocate and resource for early adopters and thought leaders who have a passion for the furtherance and wise deployment of technology in governance.

Today, PTI continues to enjoy a close relationship with the National League of Cities, National Association of Counties and International City/County Management Association.

The PTI Board of Directors is comprised of representatives from the three national associations, the PTI membership and private industry.

Lafayette's CIO serves on the CIO Council of the PTI, and actively participates in discussions with other CIOs on matter of mutual interests.

Louisiana Technology Council (LTC)

Drivers - CIO Directives

Benefits/Functions

LTC's mission is to assist with the technological development of individuals and member organizations (who are users and producers of technology) by providing events, programs, organizational support and other value-added services that contribute to their competitiveness and growth. By the very nature of what we do, we contribute to the economic development of the New Orleans region and the State of Louisiana.

The Louisiana Technology Council (LTC) hosts about 60 events per year. Our members come from virtually every industry: banking, legal, accounting, software and web development, telecommunications, equipment manufacturing, professors, students, military, research, local, state and federal government and much more. This web site is full of information on our members and the multitude of services that we provide to our members and the community, including our Special Interest Groups (SIG's), which are designed to fulfill a specific need in multiple industry and technology areas. By providing value to our members, partners and other organizations, we'll help them grow; and that contributes to the economic development of the area.

LCG is a member of the LTC and the LCG CIO is a member of the LTC Board of Directors.

Center for Digital Government

Drivers - CIO Directives

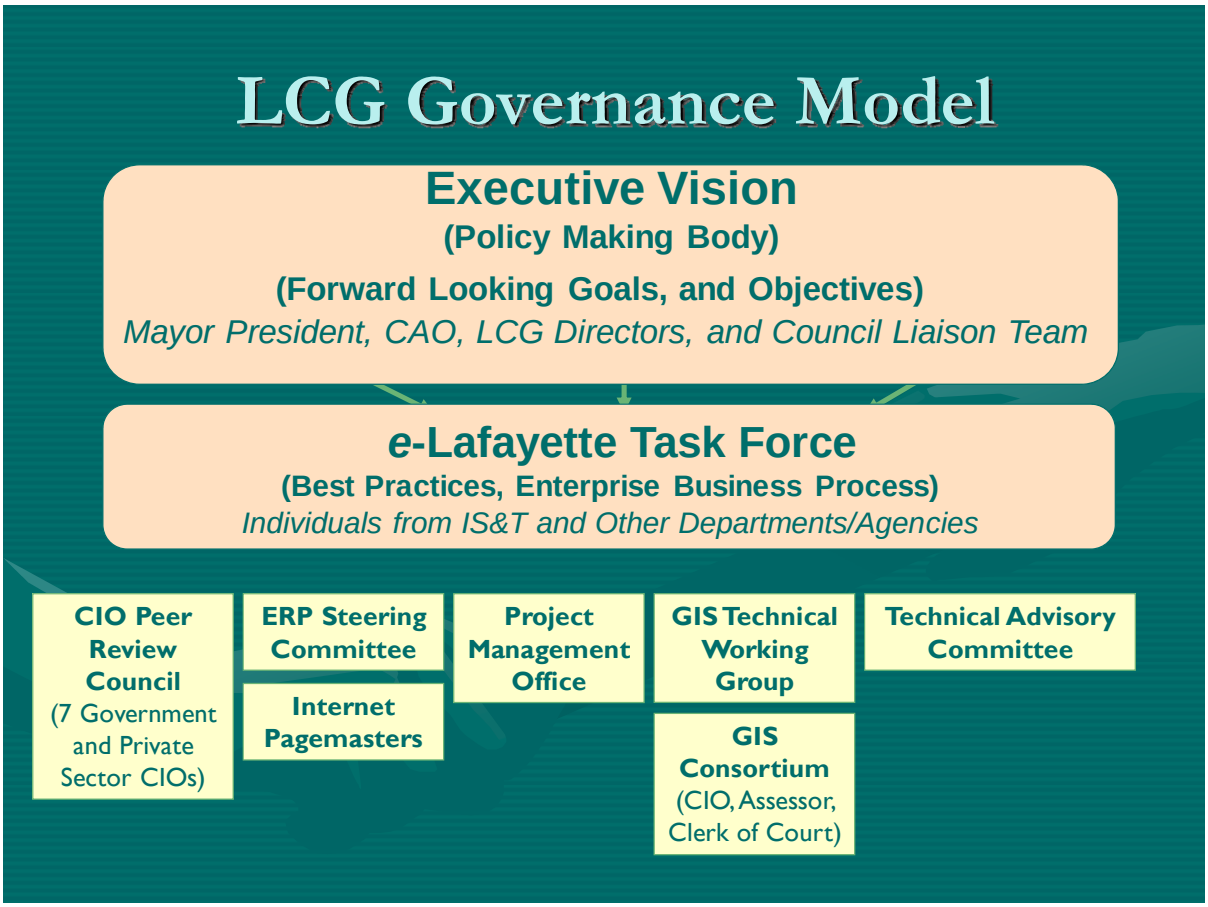
Benefits/Functions

A national research and advisory institute on information technology policies and best practices in state and local government, the Center for Digital Government may be best known for their Digital Cities competition. LCG has used the questionnaire for this competition as a benchmark for measuring continual improvement in delivery citizen services to the public. Starting at a self measured rating of 25% in 2005, we feel sure to be a contender for a Top 10 ranking in 2011.

For more information see: http://www.centerdigitalgov.com/

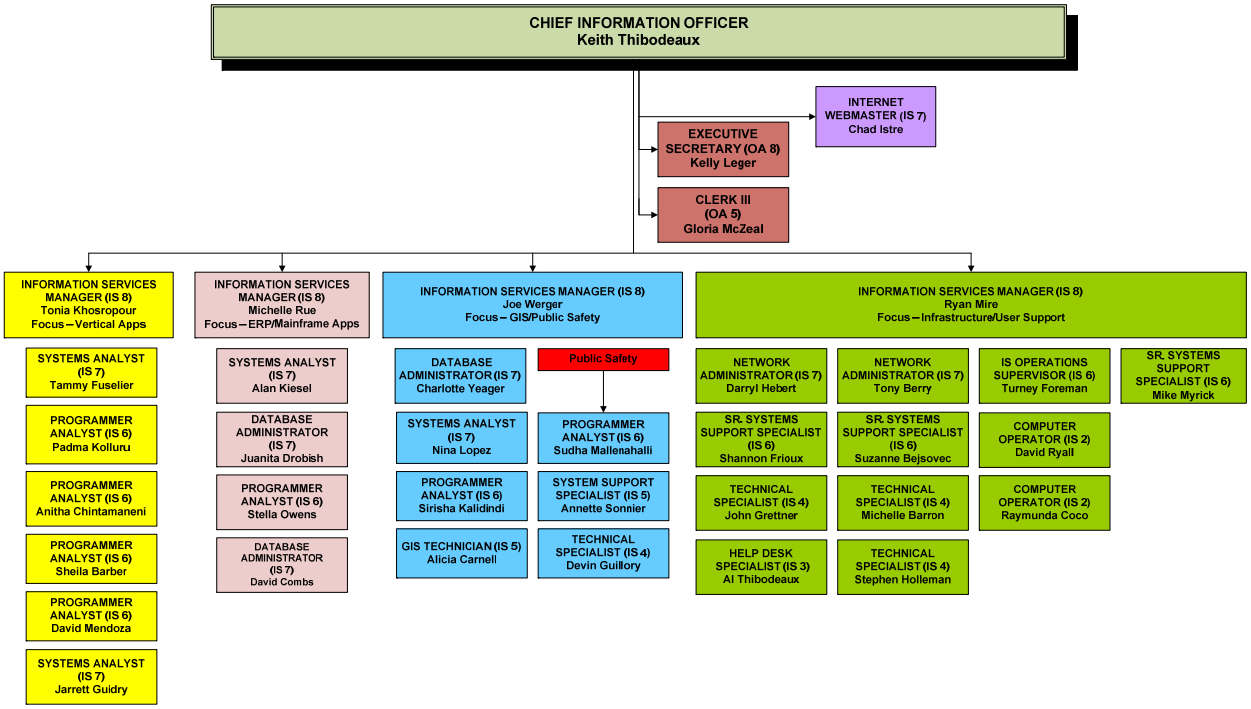
IS&T Governance Structure

Governance - Technology governance and information technology planning is closely linked to the business plans of the organization, incorporates a broad stakeholder perspective and objectively evaluates the strategic needs and priorities for citywide information technology investment through the following groups.



Information Services and Technology Organization Structure

The Information Systems and Technology department is responsible for all technology deployment within LCG. Specifically, but not limited to, the responsibilities of the department include data center operations, information security, hardware support, software selection, software authoring, software support, network connectivity, network system design and configuration, and client specification and support. Finally, plotting our path forward with technology research and development, in partnership with our users, is one of the most important major tasks for our department as our user community constantly expects more applications, devices, computing power and network speed to accomplish their daily tasks.



The IS&T Team at LCG is an outstanding and incredibly productive team, however, this page cannot be concluded without mentioning the contributions made by many individuals of individual LCG departments who also contribute to LCG's IT solutions.

Particular thanks go out to:

Warren Abadie, Traffic Signal/System Engineer
Adam Melancon, Lafayette Parish Library Systems Administrator
Steve Bergeron, Sergeant – Lafayette Police Department

Lafayette Consolidated Government

Information Services and Technologies
November 2009 to October 2010 Annual Activity Report & Project Summary

Operational Overview for 2009-2010*

Technical Services
- Number of Requests for Service: 4,118
- Number of PCs Deployed/Re-Deployed: 137
- Number of Server Installs/Upgrades: 52

Software Services
- Total programming requests received: 224
- Total programming completed projects: 148

GIS Services
- Address points added/modified: 1291
- Individual maps printed: 241
- Added/modified streets: 220

ERP Services
- Percentage of ERP Project Completed: 85%

**Numbers represent 12 contiguous months of operation, but may not be exactly 11/1/2009 to 10/31/2010 as pre-preparation is necessary.*

Project Management Overview

Major Projects Completed in 2009-2010

- Implemented new Sales Tax Collection and Reporting software system.
- Implemented of Cityworks GIS Based Work Order Management System for Public Works.
- Implemented GIS data interface with Lafayette Parish Sheriff's Office to facilitate implementation of CrimeView.
- Upgraded LACrash software system for Lafayette Police Department.
- Implemented Enterprise NetMotion VPN solution for Police, Fire, and Public Works.
- Updated and distributed new aerial photography.
- Implemented Pictometry Web.
- Implemented Code Enforcement Management System (Planning Zoning & Codes, Environmental Quality and Community Development).
- Implemented Enterprise Payment Portal*.
- Upgraded MAN to LUS MPLS Fiber Bandwidth.
- Assisted Assessor's Office with implementation of new Computer Aided Mass Assessment (CAMA) software.
- Upgraded PD Evidence Software for Lafayette Police Department.
- Upgraded CrimeView Community Web Portal with citizen notification.

- Data Center Power - Generator/UPS*.
- Upgraded FireHouse software system to web-based for Lafayette Fire Department.
- Implemented new Lafayette City Property Tax Collection and Reporting system*.
- Upgraded Parks and Recreation software system.
- Implemented VOIP Internal Call Auditing Software.
- Migrated VOIP Billing System to LUS Fiber Billing System.
- Upgraded TrakIT Permitting Software for Planning, Zoning, and Codes.

**Not complete at time of authorship, but anticipated to be complete by time of publication.*

On Going Projects 2010-2011

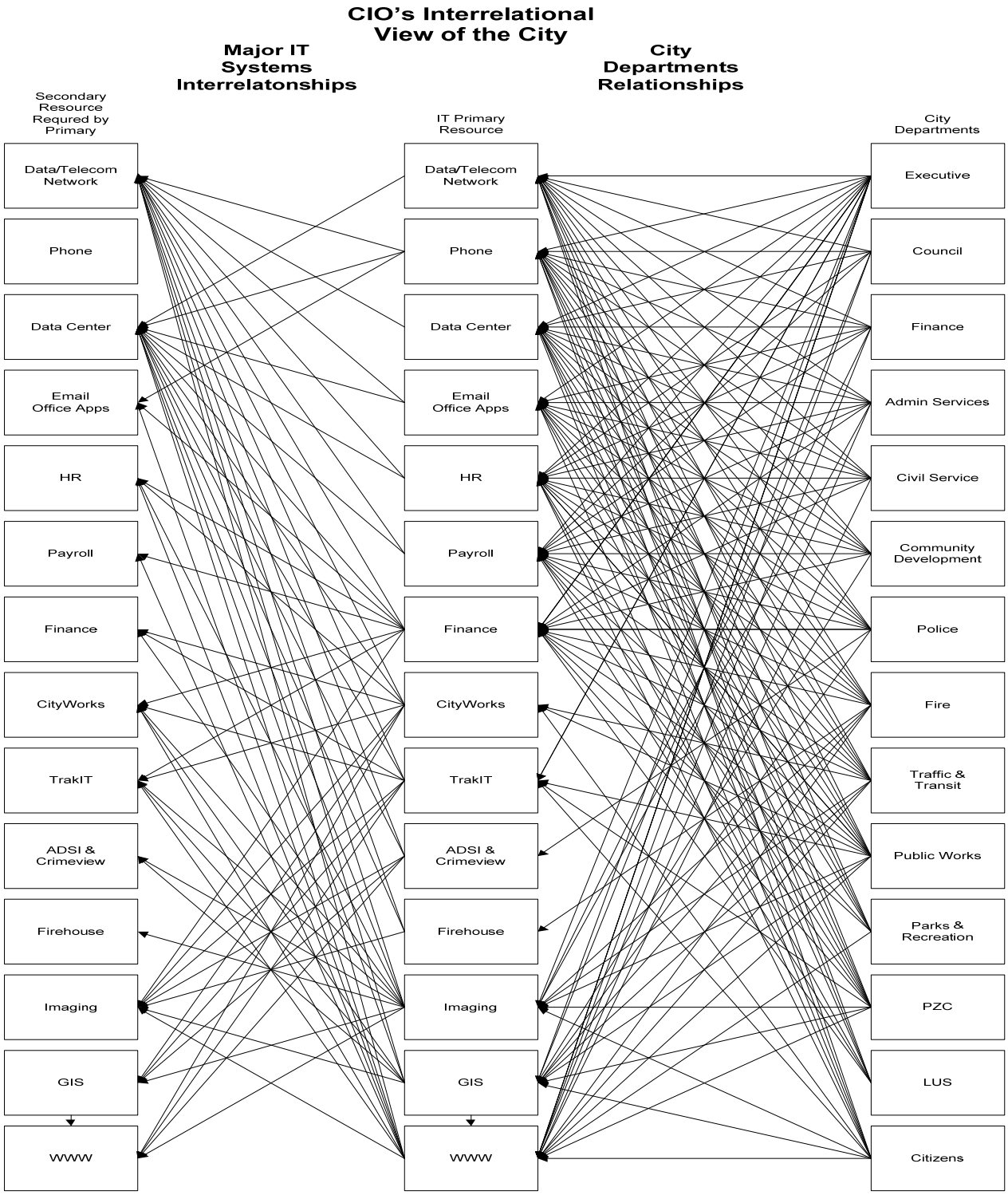
- Integration of in-house ESRI GIS data with 9-1-1 systems.
- Design and implement Off-Site Data Replication.
- Implement Automated Vehicle Location General Fleet Tracking for LCG vehicles.
- Implement in-car video for Lafayette Police Department.
- Implement Life Cycle Management Program.
- Automate Tax Sale Adjudication process.
- Attain PCI Compliance.
- Establish Parish GIS Consortium.
- Upgrade VMWare to VSphere Cloud Application.
- GIS and Logistical Support of Lafayette Land Revitalization Authority.
- Utilized Fiber to the Home Technology in Fire Stations and small outlying LCG facilities.
- Integrate GIS and electronic document imaging system.
- Implement electronic document imaging system at Police Department.
- Implement new Lawson Enterprise Resource Planning (ERP) integrated system.
- Upgrade all MS SQL 2000 databases to MS SQL 2005/8.
- Continue Print elimination efforts.
- Upgrade City Council Auditorium Technology.
- Implement Teleconferencing solution at City Hall.
- Implement new Web Casting Technology.
- Assist Assessor's Office with Parcel Base Map.
- Develop new website with multi-point publishing applications and Direct Citizen Services.
- Implement Vehicle Maintenance/Fleet Management software system.
- Replace smaller mainframe applications, ex. Senior Center Mailings, Downtown Development Logs, etc.
- Replace current network backup solution.
- Develop data warehouse for internal reporting and external developer community.
- Upgrade Animal Control software.
- Replace Help Desk software, including new User Self Service.
- Implement PC Auditing software.
- Enterprise dashboard for public service requests.
- Implement Email Archiving solution.

New Projects for 2010-2011

- Implement Network Analytics and Mapping system.
- Implement additional network security systems.
- Complete mainframe software replacement.

Investigative Stage Projects

- New Police Incident Reporting System.
- Disaster Asset Tracking/Management software.
- Police Department Training/Certification Tracking System.
- Google Apps/Cloud for Government.
- Update Golf Course Management software.
- iPad application development as an extension of Enterprise application.
- Citizen Engaged Community Initiative.



Informational technology is about interrelations. This is a simple high level look at the city's data structure. On the right is each department connected to its primary data systems to the left, and further to the left are the interrelations of those technologies with each other. The message is simple, nothing stands alone.

Closing Statement - Where We Are Today

Over the last five years, we have completed a large number of projects replacing our long ago worn out mainframe computer's applications with a new best of breed application infrastructure. The last of those projects will be completed by the end of 2010, at which point we will enter a lengthy refinement period where we strengthen our end user's mastery of those applications through a joint partnership with IS&T and our end users. IS&T must be vigilant by applying application upgrades, pushing vendors to move to new technologies and techniques, and constantly instilling in our users the desire to improve the usability of these products that both they and the public depend upon. Moreover, IS&T must never again allow itself to be boxed into a "no path to upgrade" as it was in 2004. In short, IS&T must never sit back and allow its fate to be decided by others, without an active voice at the table. In the best-of-breed application world, attitudes must change from reactive to proactive. We must be vigilant in training our technology support staff, and even more diligent in training our end users. We must actively develop long term relationships with vendors, actively participate in user group meetings both formal and informal, and participate in national groups such as PTI. When it comes to fulfillment of the potential of our new infrastructure, the good news for the IS&T staff is the hard part is now over. The bad news for the IS&T staff is the hard part is just starting. The old hard part was the stressful, brain aching, long hours, and hard work of implementing fork lift upgrades of new systems. Now that these systems are now in place, the new hard part will require patience and persistence as we now create much stronger partnerships with our user base to reach the full potential of those new systems through training, implementing best practices, and business process reengineering (BPR). It is often said that "good" is the enemy of "great." And so will it be the enemy here. Continual improvement must rule the day, every day from here on.

CIO Biography

Keith Thibodeaux is a 20+ year IT professional having worked for companies ranging from Fortune 100 to Small Business, as well starting up two IT companies himself, as an entrepreneur.

He came up through the ranks, in his early years he held the positions of Programmer, Database Administrator, Network Administrator, Network Architect, Independent Consultant and Web Master, prior to entering the management arena. His specialty was skunk works projects.

In the 90's Keith managed part of the IT infrastructure for a national mortgage banking company and was responsible for the secure transmission of data representing nearly $4B in transactions annually between 256 locations spanning 42 states. In addition to the financial data network, his responsibilities also spanned the central data center, server, desktop, and imaging environments.

In 2001 Thibodeaux changed careers to enter the technology based economic development arena as the Lafayette Economic Development Authority's first ever Chief Technology Officer.

While at LEDA, Keith was the chief visionary and technical architect behind the Louisiana Immersive Technologies Enterprise (LITE), a $25M supercomputing, grid computing, and 3D immersive visualization facility.

During that period, Keith also worked in Louisiana's advocacy initiatives such as TechSectorDay at the Legislature and Alt-C. As one of the first grid computing advocates in Louisiana, he became involved in the early National Lambda Rail (NLR) and Louisiana Optical Network Initiative (LONI) efforts. He served on the Louisiana Economic Development IT Advisory Panel and the Louisiana Vision 2020 Science and Technology Task Force.

Locally, Thibodeaux served two consecutive years as Chairman of Zydetech (Lafayette's Technology Council), served 4 years on the Greater Lafayette Chamber of Commerce's Board of Director, and one year on its Executive Committee. He served on the Lafayette Chamber of Commerce Peer Review Committee for the Lafayette Parish School Board.

As a proponent of "applied technology," Keith spoke regularly at local, regional and national events.

In 2004 Keith earned Louisiana's most prestigious technology award, the Governor's 2004 Technology Award for "Technology Leader of the Year".

In 2005, he again received a Louisiana Governor's 2005 Technology Award, the only person to receive two consecutive Governor's IT Awards, this time in the "Technology Startup – Non Profit" category for "The TechSouth IT Summit and Exposition" where he served as founder and Chairman for its first 3 years. He established the original Board of Directors and started it on it current path of full 501c3 status.

Today, Keith serves as Lafayette Consolidated Government's (LCG) first ever Chief Information Officer (CIO) where he is bringing his two past careers together continuing his technology based economic development work while he brings Lafayette's IT Infrastructure into the next generation.

In 2006, Keith was named by Computerworld Magazine at one of the Premier 100 CIOs in the nation.

Also, in 2006 Thibodeaux was named as one of the five appointed commissioners to govern the LITE.

In 2007 LCG received a "Significant Achievement Award" for its ground breaking work in the public safety arena for Mosquito Control Management Software.

Also, in 2007 Thibodeaux was tapped for the Chairman's role in the LITE Commission as well as being elected to the Board of Directors of the Louisiana Technology Council. He continues to serve on the LITE Commission.

Safe Harbor Statement

LCG's IS&T Department cautions readers that this document includes certain information which may constitute forward-looking statements. New information, shifting priorities and changing budget realities may cause actual results that differ from those projected in these forward-

looking statements. Functions/Benefits statements may contain direct vendor quotations. Benefits stated in Working or Investigative Stage project may contain direct vendor quotations from vendors researched and thought to be representative of desired outcomes. However, a different vendor may eventually be chosen. The materials in this document that address the IS&T Department's business outlook applies only as of the date the information was issued. This outlook may not be current; therefore, it should be used as background information only. To ensure the most up to date information, you may contact the IS&T Department for Lafayette Consolidated Government at the email address below, or by calling (337) 291-8248.

Contact

webmaster@lafayettegov.net